A Study on Understanding the Effectiveness of Green HR Practices on Employee Satisfaction and Job Performance in the FMCG Industry

SHORT SYNOPSIS

Submitted in partial fulfillment of the requirement of the degree of

DOCTOR OF PHILOSOPHY

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Year 2024

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I hereby declare that the short synopsis entitled – **"A Study on Understanding the Effectiveness of Green HR Practices on Employee Satisfaction and Job Performance in FMCG Industry"** being submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy in **Department of Management and Commerce** under the **School of Management and Commerce** of Manav Rachna University, Faridabad during the academic year **2024- 2025.**

It is the work that is expected to be carried out under the supervision of **Dr. Sunil Kumar Roy.** Further, it is declared that the short synopsis is within the plagiarism limit and copy of the same is attached as per the University norms.

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CERTIFICATE BY SUPERVISOR

This is to certify that, the short synopsis entitled **–A Study on Understanding the Effectiveness of Green HR Practices on Employee Satisfaction and Job Performance in FMCG Industry"** is an original piece of work done by research scholar **Shikha** under the supervision of **Dr. Sunil Kumar Roy** for the degree of Doctor of Philosophy in the **Department of Management & Commerce** under the **School of Management & Commerce** of Manav Rachna University, Faridabad during the academic year **2023-24.**

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A Study on Understanding the Effectiveness of Green HR Practices on Employee Satisfaction and JobPerformance in the FMCG Industry

ABSTRACT

Today, sustainability is the main issue of every society. The average consumer now has a greater awareness of the environmental impact of their purchase decisions than they did even five years ago. The change is real and can no longer be ignored. (Shafaei Azadeh, 2023) said that Items for Goods that are sold promptly and at an acceptable cost are referred to as fast- moving goods, or household goods.

(Beda-Garcia et al. (2021), the substantial market demand for FMCGs (such as alcoholic beverages and sweets) or their perishability (such as meat, dairy products, and baked goods)causes them to have a short lifespan.

The research will determine the potential benefits of eco-friendly HRM methods and how they affect fast-moving consumer goods (FMCG) businesses' employees' job happiness and efficiency. The data collection process will be done by sending questionnaires to 450 employees working for selected FMCG companies. In this, we focused on understanding how these processes can contribute to corporate sustainability. The study will investigate the possible effects of green hiring procedures on workers' job happiness and productivity.

The conclusion of the research may indicate the important role of ecofriendly strategies in improving corporate sustainability in FMCG companies. Incorporation of sustainable practices in HRM will positively influences employee behavior towards environmentally responsible actions, leading to improved environmental performance that,one by one, contributes to the overall corporate sustainability of FMCG companies.

The results can help FMCG companies adopt effective green HRM practices and utilize opportunities to increase their corporate sustainability efforts.

Key words:

Green HR Practices, Employee Satisfaction, Work performance, Employee Engagement FMCG Industry, Delhi-NCR

INTRODUCTION

In the present scenario, ecological management is a growing topic. The global green movement gave birth to GHRM. Globally, the topic of "green HRM" is growing in popularity. Its meaning differs from person to person.**(Shaha Faisal, 2023),** It makes an effort to boost energy efficiency or reduce pollution through industries and everyday activities. Minimizing the possible negative environmental effects of pollution and energy use are the main goal of becoming green**. (Yong et al., 2019)** said that the area of business that deals with the human element is known as human resource management. It includes all aspects of an organization's human relations, from hiring to worker interactions. It is a company's procedure for acquiring, developing, inspiring, and maintaining its personnel**.** Defined by (**Edwin Flippo),** Human resource management as allocating, organizing, overseeing, managing, growing, paying, combining, preserving, and splitting human capital to achieve both individual and Organizational objectives.

(**Renwick, D.W.S., Redman, T., and Maguire, 2008)** published in 2008 named "Green Human Resource Management: A Review," which is recognized for coining the term "green HRM‖ Research Agenda and Process Model**.** ‒Green human resource management" is the term used to describe the combination of corporate environment management with managing human resources. (**Renwick et al., 2008),** provided a general description of notable practices in the domains of recruiting, development and training, employment, performance management, and appraisal relationships, as well as salary and bonuses , which are considered effective tools for bringing workers into line with the environmental strategy of the organization**.**

The development of industry has resulted in an exponential rise in resource consumption by people. Enormous environmental problems are emerging globally because of this excessive resource usage. Every organization has to implement a necessary transition to ecological growth and living procedures to cope with the imminent major effects of such unrestricted consumption. Everyone involved in the current scenario needs to adopt few common

Sustainable practices which are currently in use. **(Paulet et al., 2021),** concluded that, many businesses have used different eco-friendly strategies for their 7Ps to create a framework ofpermanence. One of the many examples of responsible growth is ecological HR administration**.** The creation of environmental labor that supports the environmentally conscious initiative and comprehends, values, and maintains it.Goals are directly connected with ecological management includes hiring, online training, green incentives and compensation, employee involvement, and developing and advancing the organization's human capital.

LITERATURE REVIEW

In (**2012, Á. Zsóka, et.al),** researched the relationship between worker behavior and understanding of the environment. The results demonstrated that an employee's comprehension of ecological problems and how to address them constitutes the basis for their environmental knowledge and determines how they behave. Additionally, research suggests that employees are more concerned about environmental issues and are motivated to participate in activities when they are educated about them. Put otherwise, this implies that enough awareness of ecological problems and their remedies will encourage employees to behave in a way that respects the surroundings.

And **(E. S. W. Chan, et.al, 2014)** researched customers' areas of knowledge and behavior towards the environment. Conclusions of the research were established such that it found that customers, with adequate knowledge of environmental-related issues, prefer to purchase environmentally friendly products to equally play their part. It also mentions that if the employee has a majority quantity of education on a few issues, he will look for solutions to the problems. However, (**Lameck Mashala and Yusuph, 2018)** emphasized the key strategies regarding environmental management for enhancing sustainability in green HRM by educating staff and HR managers on the green movement and the efficient utilization of natural resources . The information, results, and analysis of these evaluations of the literature found in online articles were used as the basis for the research. But the research results that Tanzanian community organizations are still implementing this idea because there is little documentation proof of the company's operations.

Moreover**, (Shamima Kamili, 2018)** said that conserving the environment to foster development as much are of paramount importance. To identify eco-friendly methods of managing human resources and the contribution of green human resource management practices towards going green. The researcher synthesized a list of suggestions and (**Jabbour and et.al, 2012)** established the fact that the operational performance indicated the impact of the practice of HRM on the implementation of the principles of environmental management. This study revealed that HRM practices like selection,

appraisal, and rewards were beneficial in influencing the organization‘s environmental management initiatives. It also implied a fundamental empirical method. (**Hiba Awad Masri, 2016**) concluded that aims to clarify the significanceof these strategies and help organizations understand how they could improve employee perception through HRM functions.

Additionally**, (A. K. M. Asaduzzaman, et.al, 2017)** suggested When carrying out CSR, an organization could focus on a variety of issues, such as the interests of its stakeholders, overall societal welfare, and environmental protection. Eco-friendly human resource management is intended by GHRM procedures similar to electronic file management, video recruiting, online interviews, and testing; using shared automobiles; receiving environmental education; receiving rewards for green initiatives; etc. opportunities for green practices across all HRM functions. Green HRM techniques lead to the development of sustainability,which is concerned with preserving and protecting natural resources and minimizing waste. Thus, there is a direct relationship between sustainability, GHRM, and CSR. GHRM is a process through which an organization can engage in enhanced CSR without pairing profit, as GHRM evokes environmental-friendly HR practices that prevent environmental degradation while at the same time enhancing the enlargement of profit through conserving costs and waste. Likewise, According to **(Mansi Tiwari, 2017),** adopting green initiatives also unintentionally becomes the social duty for managing educational establishments such as public or private universities at this time. The adoption of green HRM strategies by the institutions reflects their propensity to improve the sustainability of the environment. The study seeks to examine the ways in which various HR functions are portraying thematic green HRM practices practiced by such academic institutes. As this study demonstrates, it is worthy of further analysis of how CSR should be performed for the sake of ourselves and the enhancement of society. Also, the researcher tried to investigate whether adopting GHRM is a step toward fulfilling corporate social responsibility.

However, (**Aparna Jain, 2016)** pointed out that one should expand on the different green measures that are adopted for constructing good place. The researcher concluded

that green performance, green behavior, and green attitude could be developed and modified beside each other via the implementation of environmentally friendly HRM techniques.

Consequently, **(Nadia Newaz Rimi, 2016)** says Bangladesh's banking industry is now organizing international green initiatives. Their research creates a model that encourages bank management to integrate HRM procedures with bank staff competencies to enhance favor within their green initiatives. In addition to customer excellence, reputation, and image, banks may differentiate themselves through social responsibility or green initiatives. Unfortunately, banks are not taking advantage of the customers presented by the industry's greening.

(Forman and Jorgensen, 2001) was examined that The influence of workers' involvementin environmental work programs across various organizations .The research methodology used in this study was qualitative, and it identifies employee engagement in eco-friendly programs as well as two distinct Danish enterprises.

However**,** according to **(Tauseef Jamal and et.al, 2011),** the paper highlights how crucial these strategies are for promoting business sustainability. The study highlights how GHRM practices—such as eco-friendly hiring, environmentally friendly incentives, and worker involvement—positively influence initiatives related to the environment. But still, there was no obvious connection within discipline and sustainability initiatives. Furthermore, the efficacy of GHRM practices varies depending on the industry. The study fills a significant void in the literature by providing insightful information that will help academics and practitioners working to promote sustainability in developing nations. The study breaks down Industry 4.0's components into important linkages by systematically analyzing its sustainability functions. It emphasizes that wide socio-environmental advantages like energy efficiency, less harmful emissions, and improved social welfare are made possible by the immediate results of economic sustainability, such as production efficiency and creative business models. The results show how Industry 4.0 can promote the achievement of sustainability objectives. However, to ensure that these advantages are distributed fairly and worldwide, industry leaders, academic institutions, and

stakeholders from the public and private sectors mustwork together.

(Rakesh D. Raut and et.al, 2020) The Total Interpretative Structural Modeling (TISM) approach and MICMAC analysis are used for evaluating and recognizing key indicators. Asseen from the results, the prominent factor influencing _Green Employee Relations and Union- management (C10)‘ highly depends on another variables, and _Green Organizational Culture and adoption of green strategy (C5)‘ and variables are fundamental to it. Notably, framework is specific to the Indian automobile market and may require changes if extended for application in other makes. It also might potentially create prejudice about a certain scenario or occasion among the geek workforce.

Consequently**,** According to (**Jing Yi Yong and et.al, 2019),** this study adds a further perspective on GHRM indicators by relying on the TISM method, which is a relatively new tool in this field. Imaiser analyzed the aims of this investigation to determine these strategies effect sustainability within the major Malaysian manufacturing companies, 112 in total. Green hiring and training have a favorable influence on long-term viability but also green descriptions of positions, hiring procedures, evaluations of efficiency, and incentives have no discernible impact. This study underscores importance of GHRM in augmenting sustainability in manufacturing enterprises. It is highly relevant for scholars and practitioners alike, as dearth of empirical data on this issue in Malaysian manufacturing. The study's focus is on Malaysia, a growing country; more research on other factors and sustainability may be undertaken.

According to **(Priyanshi Jain, et.al, 2022),** sustainability is a critical issue since the FMCG sector produces a lot of garbage. There has been a discernible increase over the past decade in consumer awareness of the environmental effects of products. As a result of this transformation, the FMCG industry must make strategic adjustments and embrace sustainable marketing techniques. Using information from in-depth examinations of the literature and focus groups, this study explores how consumers interpret and use eco-friendly packaging. With a focus on examining relationships with other sectors' practices, the research seeks to close the knowledge and behavior gap between consumers and the availability of sustainable products on the market. By **(Xuezi Ma, Curie Park, and**

James Moultrie, 2020) The FMCG industry's attempts to eliminate plastic waste are the main topic of this qualitative research. A unique analytical technique known as the "Factor Mapping Grid" is applied through 13 interviews with managers and technology specialists from seven European FMCGs. Six important causes are identified by the data, the most significant of which is consumer pressure to reduce plastic use. Customers, however, are also viewed as possible obstacles, contingent upon their awareness and behavior. While they have no influence over it, all businesses recognize the value of laws. There's a "we will if you will" dynamic in the business as a whole, but there's a collective goal to minimize plastic usage; no initiative is taken.

But according to **(Chung-Chiang Chen, 2005),** the "Plastic Products Restriction Policy" of the Taiwanese EPA seeks to encourage sustainability by substituting paper goods for plastic packaging. The paper suggests a paradigm for evaluating how socioeconomic systems react to the depletion of natural resources. It takes into account how human activity affects the environment and the availability of resources. Policy planners may use the useful indicators in this framework to create environmental policies that work. To ascertain the best distribution of resources between renewable and exhaustible sources, a mathematical model is also created. Additionally, as revealed by **(Thanh Tran Dinh a, et.al, 2022)**, it is necessary to define the term along with a measuring scale to assist the retailers in meeting the needs of customers regarding sustainability. Using a three-stage mixed-method approach, the research first identifies dimensions and initial items through content analysis, expert panel review, literature review, and pretest. Secondly, to evaluate preliminary item validity, survey research with 200 participants was carried out using exploratory factor analysis. Lastly, confirmatory component analysis and metric invariance tests were used to validate a final 28- item, six-dimension scale for evaluating ECRP using a survey of 410 Vietnamese grocery buyers.

And, According to **(Thomas A. Tsalis, et.al, 2020),** as outlined in the United Nations 2030 Agenda and its 17 Sustainable Development Goals (UN SDGs), this report highlights how urgent it is for businesses to prioritize sustainability. To assess how effectively corporate sustainability reporting complies with these objectives, the study

aims to develop a framework. The methodology evaluates the sustainability reports about each UN_SDG using a score system and disclosure themes from the Global Reporting Initiative. Insights for further study on UN_SDG reporting practices are provided by an empirical examination of a sample of sustainability reports, which verifies the framework'sstructure and appropriateness.

By **(Niero and et.al, 2018)**, this research examines 46 sustainability reports from the fast- moving consumer goods industry to find out how businesses are using the concepts of the circular economy. The findings demonstrate the increasing integration of the circular economy into corporate sustainability goals, especially with regard to product and packagingelements like sourcing and end-of-life management. Nevertheless, circular business models and product design are receiving less attention. There are notably few consumer-focused efforts, which are essential for the shift to the circular economy. By **(Alan James Bond andet.al, 2018)** it fills in a knowledge gap about the reasons behind and difficulties faced by merchants in this undertaking. Results from a case study of a worldwide supermarket chain show that package redesign is largely motivated by economic gains, which lead to positive environmental effects. Opportunities exist for modifying the kind or size of packaging in response to customer behavior. On the other hand, there is business uncertainty about possible effects on customer behavior and sales. The report makes recommendations for future research directions, such as tactics for winning.

GAP AREAS

By the examination of various research studies, the researcher could identify these gaps.

1. There is a lack of research on GHRM in Asian countries like India.
2. On the relationship between green HR practices and the level of satisfaction of the employees in FMCG industries, there is no empirical research paper found.
3. Very little literature has been found on work performance.
4. There should be a research that connects green HR practices and sustainable organization.

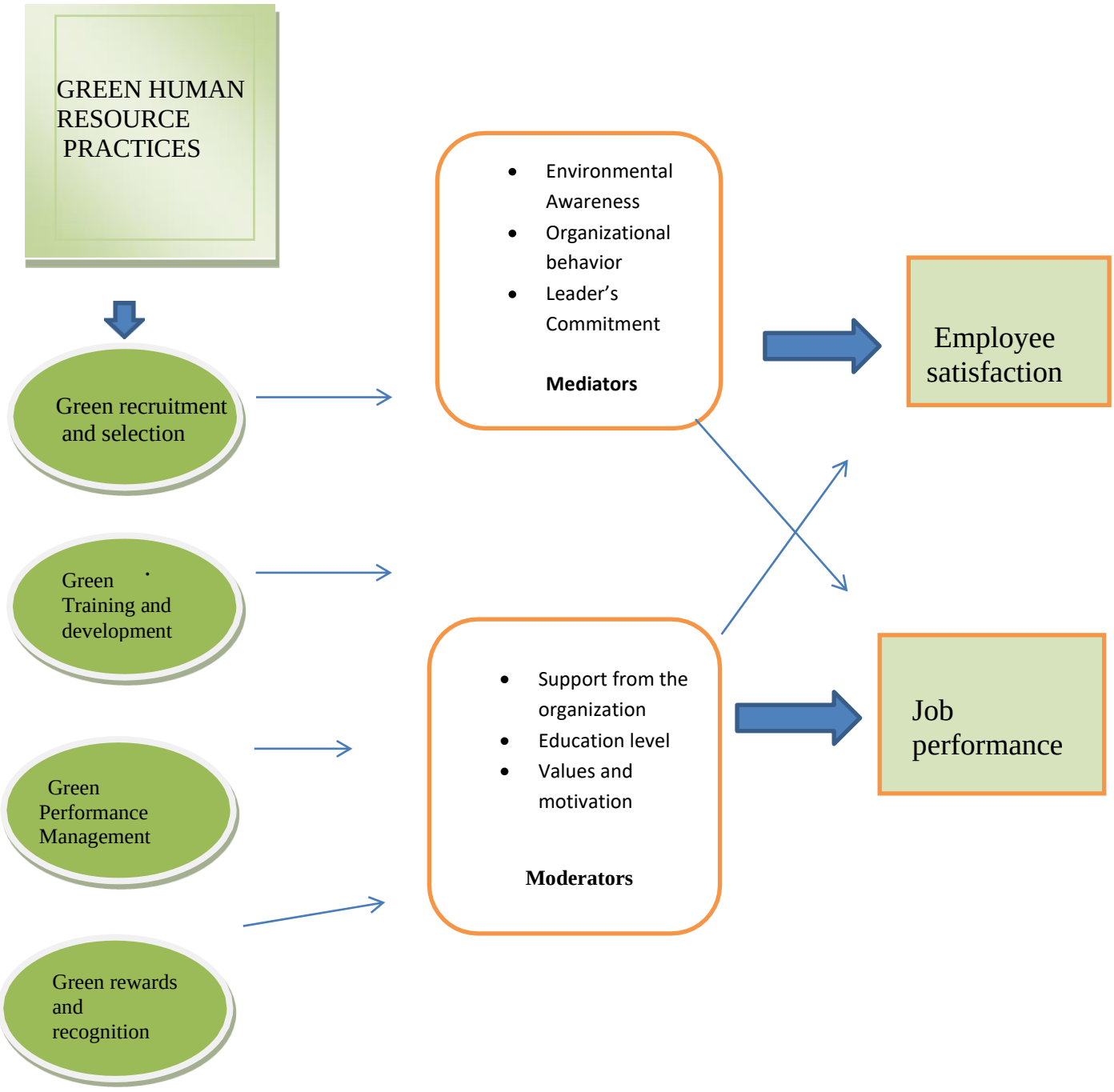
THE RATIONALE OF THE STUDY

The motive of research is to investigate the effectiveness of sustainable human resources practices of companies in the FMCG industry in Delhi, NCR. After completion of this research, the study's results and findings will be helpful for companies and employees in the industry to improve the work performance and satisfaction level of employees and update the organization's operational quality. With the help of this research, the industry can boost its practices and enhance its working performance because, after this study, the organization can adopt another good practice in favor of its employees. Various approaches and strategies can be proposed to improve the organization‘s environment and policies that must be attached to guarantee the increase in the production of workers of the selected industries.

PROPOSED RESEARCH OBJECTIVES

1. To study green HR practices of selected companies and identify the key barriers and challenges that FMCG sectors faced when green HR practices were adopted.
2. To evaluate the effect of Green HR Strategies on Worker Satisfaction and job performance among different selected companies.
3. To assess the mediating effect of few variables on employee satisfaction and work performance.
4. To assess the moderating impact of few factors on work performance and employee satisfaction.

Conceptual framework



Source: Developed by researcher

Hypothesis of the study

To attain the goals of research hypotheses are to be examined and investigate how certain variables affect performance at work and satisfaction amongworkers.

H0 (1): There is no significant variance among ecological practices and employee satisfaction.

H0 (2): There is no effect of green HR practices on job performance of employees.

H0 (3): The link connecting green HR practices and employee satisfaction is not mediated by environmental awareness.

H0 (4): The connection between green HR practices and work performance is not mediated by environmental awareness.

H0 (5): The relationship between green HR practices and employee satisfaction is not mediated by organizational behavior.

H0 (6): The relationship among green HR practices and work performance is not mediated by organizational behavior.

H0 (7): The association among Employee satisfaction and green HR practices is not mediated by leader's commitment.

H0 (8): Leader's commitment does not mediate the relationship among green HR practices and job performance.

H0 (9): The connection among green HR practices and employee satisfaction is not moderated by organizational support.

H0 (10): Organizational support does not moderate the relationship among green HR practices and job performance.

H0 (11): The link between green HR practices and employee satisfaction is not moderated by education level.

H0 (12): The relationship between green HR practices and work performance is not moderated by education level.

H0 (13): Values or motivation does not moderate the relationship between the green HR practices and employee satisfaction.

H0 (14): The link among green HR practices and work performance is not moderated by values or motivation.

PROPOSED RESEARCH DESIGN AND METHODOLOGY

The planned investigation will use descriptive survey data. Both qualitative and quantitativeresearch methods will be used in this investigation.

Population

Employees of Delhi NCR who are working in selected FMCG firms.

SCOPE OF THE STUDY

I planned to pick five FMCG companies in the National Capital Region for my study, which are Hindustan Unilever Limited, Nestle India, Dabur India, ITC Ltd., and Parle G. My study will restrict access to just certain FMCG company personnel. I choose these businesses based on their strong market presence, a wide range of products, and staff counts.

TARGETED FIVE FMCG COMPANIES OF DELHI NCR

SERIAL NO.	COMPANIES	REGION	PRODUCTS	TOTAL NO.OF EMPLOYEES
1	**HINDUSTAN UNILEVER (HUL)**	GURUGRAM , HARYANA	Water purifiers, food items, drinks, cleaning supplies, and other fast-moving consumer goods (FMCGs).	21,000
2	**DABUR INDIA**	DELHI, INDIA, GURUGRAM ,HARYANA	Health care, home care, personal care, baby care, food products & beverages, others.	7740 (+)
3	**NESTLE INDIA**	GURUGRAM , HARYANA	Beverages, Breakfast Cereals, Chocolates and Confectionery, Dairy, Foods, Others.	8,069
4	**ITC LTD.**	NEW DELHI, GURUGRAM, HARYANA	Packaged foods, personal hygiene, stationery and education, Agarbattis and safety matches, cigarettes and cigars, and other items .	49,342
5	**PARLE G**	BAHADURGARH, HARYANA	Household, Food & Beverages, Grain & Oil, Rice & Rice Products, Boiled Steam Rice, Raw Rice, and Other Items.	1,00,000

*Source: Website Of Companies

Sample

The sample size for my research is 450 employees who are working in selected FMCG companies in Delhi, NCR. Assuming my response rate will be 90%, I will add 20% more tothe original sample size. To determine the sample size, the Yamen formula is used.

The margin of error is 5% (five percent) and would ensure that results are reliable and valid.

Yamen formula:

$n = N/1+N (e)^2$

$n = 1, 86, 151 /1+1, 86, 151 (0.5)^2 = n = 399$

Sampling Technique

According to the situations the appropriate sampling technique will be used.

Data Collection

- **Primary Data**

  To gather primary data, a validity and reliability-tested questionnaire will be employed. Primary data will be collected through questionnaires from the selected FMCG companies.

- **Secondary Data**

  The secondary data source will be the corpus of current research-related literature. Thelatest news in the field and case studies are two further sources of secondary data.

EXPECTED OUTCOME

The extent of satisfaction with green HR practices among employees of the selected FMCG companies and its relationship with the job performance of the employees, as this research also tends to determine a connection within environmentally friendly procedures and workers' satisfaction levels and company performance. This also seeks to identify perks and pitfalls connected to green HR practices affecting the employees of FMCG companies in the Delhi NCR. Some of these practices in this study are inclined to reveal will help to optimize the production of workers in FMCG companies and maintain the well-being with the aim of a better or similar performance. It appears from the above framework that the concern to establish the effectiveness of green HR practices and how it is translated to good connection within both in Delhi NCR FMCG companies. I will select five FMCG companies and their relationship with the job performance of their employees. This also seeks to identify perks and pitfalls connected to green HR practices affecting the employees of FMCG companies in the Delhi NCR. The conclusions of the study will be vital to the companies as they will inform how to elicit the best work from employee.

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ABSTRACT

Today, sustainability is the main issue of every society. The average consumer now has a greater awareness of the environmental impact of their purchase decisions than they did even five years ago. The change is real and can no longer be ignored. (Shafaei Azadeh, 2023) said that Items for Goods that are sold promptly and at an acceptable cost are referred to as fast-moving goods, or household goods.

(Beda-Garcia et al. (2021), the substantial market demand for FMCGs (such as alcoholic beverages and sweets) or their perishability (such as meat, dairy products, and baked goods) causes them to have a short lifespan.

The research will determine the potential benefits of eco-friendly HRM methods and how they affect fast-moving consumer goods (FMCG) businesses' employees' job happiness and efficiency. The data collection process will be done by sending questionnaires to 450 employees working for selected FMCG companies. In this, we focused on understanding how these processes can contribute to corporate sustainability. The study will investigate the possible effects of green hiring procedures on workers' job happiness and productivity.

The conclusion of the research may indicate the important role of ecofriendly strategies in improving corporate sustainability in FMCG companies. Incorporation of sustainable practices in HRM will positively influences employee behavior towards environmentally responsible actions, leading to improved environmental performance that, one by one, contributes to the overall corporate sustainability of FMCG companies.

The results can help FMCG companies adopt effective green HRM practices and utilize opportunities to increase their corporate sustainability efforts.

Key words:

Green HR Practices, Employee Satisfaction, Work performance, EmployeeEngagement

FMCG Industry, Delhi-NCR

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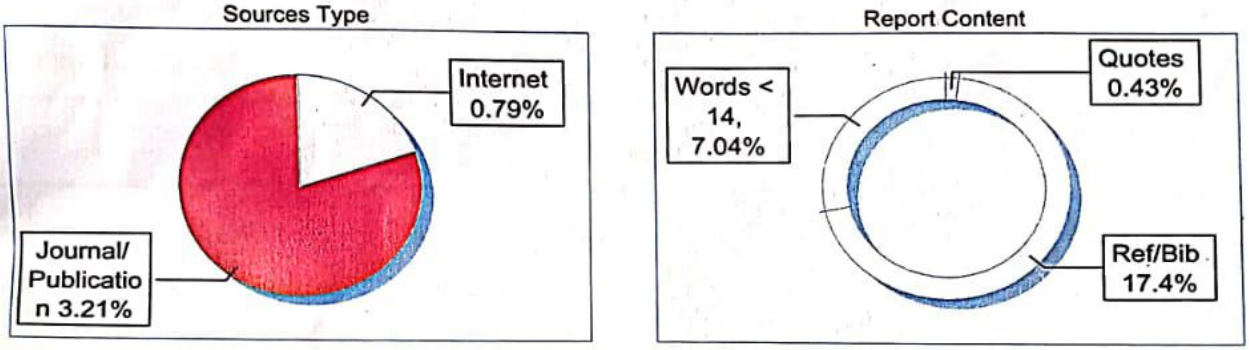

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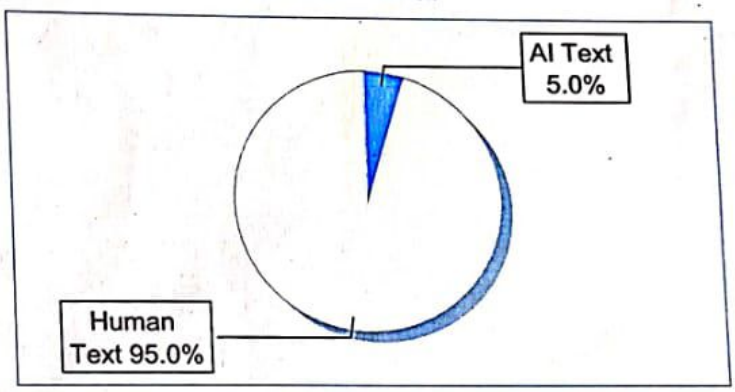

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